

Feasibility analysis for W. Kretzer KG on entering the B2C market

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<p>Before entering any given market or even coming up with a proper marketing strategy, most companies tend to conduct a feasibility analysis in order to determine and clearly outline an initial structure. These types of analyses are important in determining the initial feasibility of an idea, without wasting time and effort on a fully detailed business or marketing plan.</p> <p>This analysis combines extensive theoretical background and quantitative research conducted on March 2013, with the goal of ascertaining whether or not it would be feasible for the company W. Kretzer KG to enter the local B2C market (Germany) and what the main difficulties associated with such an enterprise would be. The analysis focuses on examining the relevant market segments in some detail, as well as determining the main actions the company needs to take in order to help insure a successful shift from B2B to B2C customers.</p> <p>The results of the analysis show that Kretzer's potential venture would likely only be feasible given somewhat modest goals and small-scale, well-targeted marketing efforts. Provided that there is a low-risk and cost-efficient marketing and distribution effort, this venture could prove to be a modestly successful side project for this small, family-owned company.</p>	
Keywords feasibility analysis, marketing, marketing strategy, B2B, B2C, e-marketing, brand, ingredient branding	

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1 Introduction

1.1 Objectives and goals for the thesis

This bachelor thesis takes the form of a feasibility analysis for W. Kretzer KG on the prospect of entering the B2C market, distributing their products online via Amazon.de. The focus will be on determining the following:

- The risks involved
- The company's marketing strategy involving:
 - Product Mix
 - Competition Analysis
 - Advertising
 - Clear Brand Understanding
- Defining the market/market niche and its behavior

The end conclusions will, through a combination of all of the above mentioned factors, provide the company with perspective and insight on all of the aspects involved in entering the B2C market.

1.2 Feasibility analysis

To define the term, a feasibility analysis is a study conducted to deduce whether or not a particular business venture will prove profitable and meet the goals set by the company. While not every venture may require a detailed feasibility analysis, here are some points that an analysis such as this can address:

- Helps to gain a broader understanding and focus on the project
- Narrows down alternatives
- Identifies and investigates new opportunities
- Brings up negatives and reasons why it is better not to proceed
- Pinpoints certain major factors that be relevant in the venture's future
- Provides information for initial decision making

- Provides evidence that the potential venture was investigated
- Aids in securing funding
- Helps attract investment

(Hofstrand and Holz-Clause, 2009)

The analysis will cover the risks and opportunities involved in such a venture, as well as define certain steps the company might undertake in order to increase the chances of success.

This paper is not a marketing or business plan, but rather an analysis, to help the company gain perspective on the situation and better understand whether such an undertaking would prove fruitful to them.

1.3 Market assessment

In order to determine the feasibility of any business venture, there must be market research and analysis. Such an analysis provides a company with much needed perspective and information about the potential market, as well as help with sales forecasts and defining the marketing strategy. Successful market assessment usually encompasses the following aspects:

- Estimation of market size
- Potential/estimated market share
- General information about the market
- Information and analysis of the competition

(Holz-Clause 2010)

In general, market research involves activities centered around data collection. These usually fall into 2 main categories: secondary and primary research. While primary research involves gathering and analysis new data through thorough field research, secondary research is about compiling and analyzing pre-existing data.

During market assessment, it is important observe consumer behavior, conduct qualitative/quantitative research and establishing your target groups and their behavioral patterns. (Holz-Clause 2010)

1.4 Structure and methodology

To produce the most accurate feasibility analysis possible, with what resources are available, this paper will attempt to reach its goals through an assessment of the company's potential (utilizing a SWOT analysis), examining the potential marketing strategy for this particular business venture in full detail (backing it up with extensive theory) and conduct basic quantitative research in order to define the market and its key traits. Through a combination of these elements, conclusions will be drawn, establishing whether the venture will prove profitable or not, as well as given the company perspective on what could potentially be done to make it feasible.

Following the description provided, the thesis can be broken down into the following main sections:

- Information about the company
- Assessment and potential definition of the marketing strategy
- Quantitative market research and analysis
- Conclusions based on theoretical and research analysis

The basic market research has been conducted in the form of an online survey and will be analyzed to extent, so as to gain a better understanding of the demographic and psychographic (expectations of consumers and purchasing patterns) of the market.

2 W. Kretzer

2.1 Company introduction and history

W. Kretzer KG is a manufacturer of manicure and pedicure products based in Solingen, Germany. They produce a variety on instruments for personal foot and nail care, most of which are made out of stainless steel (scissors, clippers, tweezers, etc.).

The company is a family owned business and is staffed by 5 people: 3 working in manufacturing, 1 in packaging and delivery, and the manager.

The company was founded in 1924 by Wilhelm Kretzer, who was self-employed in Solingen, making scissors.

After Wilhelm Kretzer, his son, Willy Kretzer, took over operations and began expanding the company's product line to all manner of manicure and pedicure products, despite WW2 going on.

The grandson of the original founder, Wolfgang Kretzer, took over in 1968, expanding the business even further and re-structuring the company, as well: the company has moved from commission-based to vertical manufacturing (primarily upstream), making the production more efficient and cost-saving, since they now had their own supply of raw materials and could now produce in greater bulk (Hartman). Aside from that, Wolfgang Kretzer also started investing in better equipment, such as smithing hammers and punching machines. The combination of these 2 factors increase production substantially, leading to a subsequent increase in export turn over.

In the 1990s, the company put together fully automatic manufacturing machiney, primarily for the mass production of tweezers.

After the death of Wolfgang Kretzer, his daughter, Barbara Austrup takes over the family business and is managing it to this day with her husband Markus Austrup. In

2004 they bought a new property in Solingen, giving them more space for production and management.

2.2 Solingen

The name “Solingen” is a fairly well-known name in Germany. It is a small town in Nordrhein-Westfalen and is famous for its quality steel products. Generally these are small instruments such as scissors, knives, cutlery, etc. The city’s name has become a brand in its own right and is protected under certain legislations (for example, only products manufactured in Solingen are allowed to carry the “Solingen” brand). This gives both Kretzer as well as other companies an immediate advantage in the branding department.

Aside from that, since there are a lot of companies specializing in steel manufacturing and processing, both strong competition and cooperation can be observed among the local companies.

2.3 Structure and scale of operations

While the company is fairly small (5 people), the scale on which it operates is rather large. Most of the company’s produced goods are sold abroad, in bulk to wholesalers or shops. Clients come from a variety of places, such as Brazil, Saudi-Arabia, Italy, Poland, USA, Spain, France and many others.

Business practices are strictly limited to B2B for the moment, as the owners have to have the effort to spare to attempt entering the B2C market.

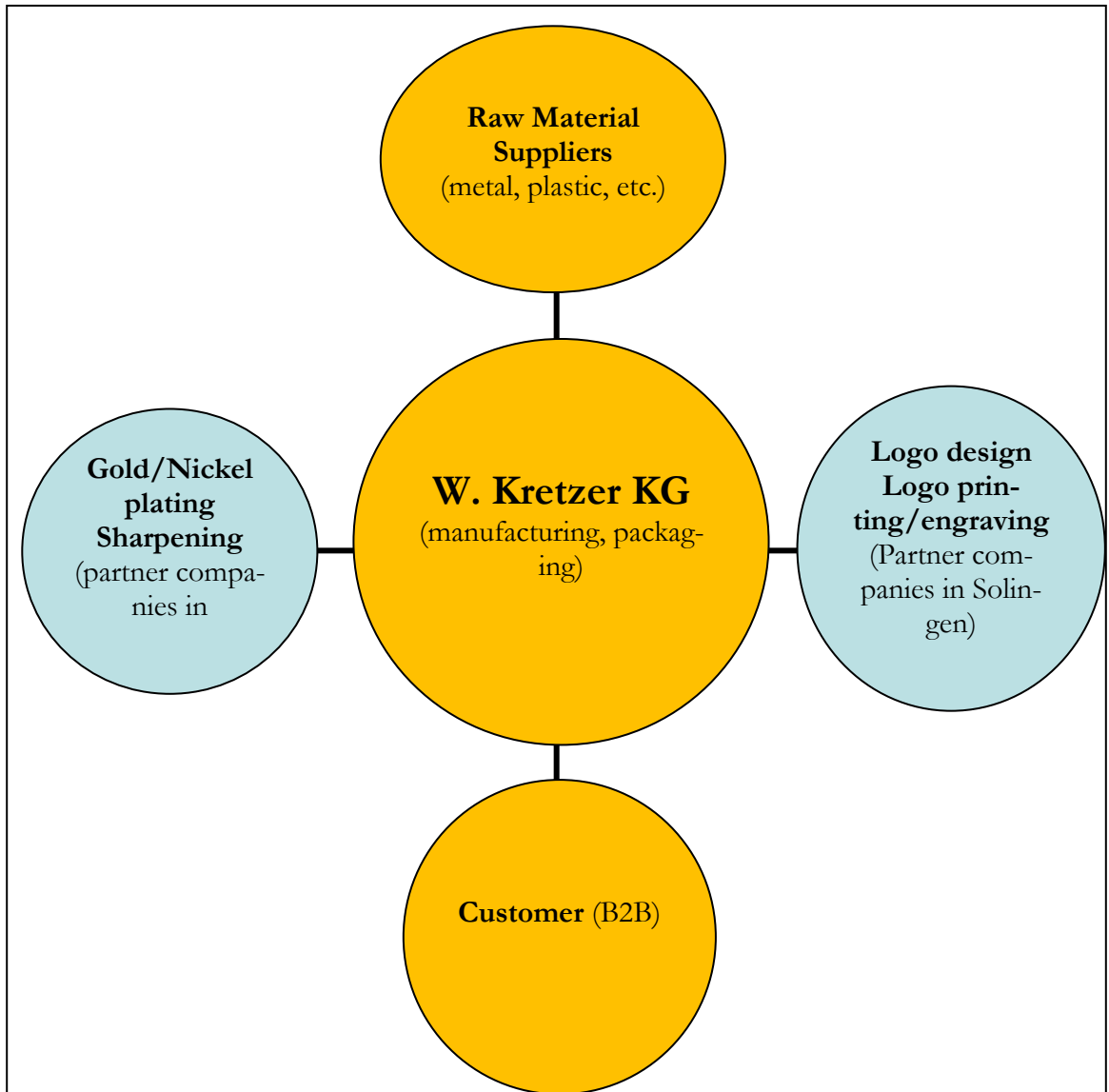


Figure 1. Basic structure of operation

As we can see from Figure 1, Kretzer manufactures its instruments locally and works together with other local companies to handle more complex processes such as plating, logo design, and printing and engraving. As Solingen is a town of many steel instrument producers, these companies are not difficult to find and are quick and easy to work with, since they are located in the same small town. The end product is then packaged in accordance with the customer's wishes and delivered via third-party logistics companies.

2.4 Customers and partners

As mentioned before, Kretzer has a large number of customers abroad. Most of these are very long-terms customers. As the company is family-owned and fairly small, it

cannot afford to take too many risks when it comes to new marketing ventures, thus, instead, they have to rely on long-term partnerships instead.

Apart from customers abroad, Kretzer has a number of partners in Solingen and the rest of Germany, as well. Should a client desire something special (such as a specific packaging or a particular logo type), the firm can turn to one of its many available partners. Ambassador, for example, provides quality cases for the instruments. Other partner companies in the Solingen area provide services such as sharpening, gilding and nickel-plating.

Deliveries are usually handled by third-party companies, such as “Egetra” and “Spedition Dahmen”.

2.5 Entering the B2C market and SWOT analysis

In the past, W. Kretzer KG has wanted to enter the B2C market; however the company did not yet have the resources necessary to undertake such a venture. Since the company is a small, family-owned business, the owners have to manage such endeavors by themselves and, for the owners’ personal reasons, it was simply not possible at the time.

As this document attempts to examine the feasibility of entering the B2C market, one of the first things necessary to do, is conduct a basic SWOT analysis.

By basic definition, a SWOT analysis is the examination of internal and external factors affecting a company’s potential success. The internal part is divided into strengths and weaknesses, defining how well the company functions and what are the limitations set upon it. In contrast to this, the external part is split into opportunities and threats, which examines the environment in which the company would operate, taking into account such factors as the economy, consumer behavior, competition, legal boundaries, etc. (Renault and Schultz).

The SWOT analysis help a company gain immediate, if general, perspective on their situation. The following table is a SWOT analysis for W. Kretzer KG on entering the B2C market:

Table 1. Feasibility analysis

Strengths	Weaknesses
“Solingen” quality brand Good upstream supply chain Low-cost distribution	Family owned business allows for little risk taking
Opportunities	Threats
Market demand for quality	High competition Strong consumer protection laws in Germany

As we can see from Table 1, Kretzer’s greatest strength is its strong brand, which resonates with consumers, encompassing quality and reliability (See [Solingen](#) brand section). As Kretzer produces almost all of its goods themselves, a solid upstream supply guarantees that the product can be stocked quickly (if not in stock already). Low cost distribution is also a huge plus, since Kretzer plans to on relatively small scale operation in the B2C market, Amazon.de is ideal for that purpose. It also diminished the demand for high quality customer service, as the purchases would be done online, and the main requirement would be to follows Amazon’s terms of service as well as the German consumer protection laws. When referring to the opportunities, we must consider the German consumers expectation of top quality, how it is consistent with the Solingen (and, in turn, Kretzer’s) brand image. (See [Research](#) section)

The weakness of the company would be the fact that it is a family business, thus the owners personal assets are on the line. This allows for little risk taking, especially since their current business model relies heavily on long-term relationships with its customers. This is a major factor when venturing in a new market with strongly different consumer expectations. This is further underlined by their main threat of strong competi-

tion, as Amazon.de already has a great number of companies distributing their similar products. The second threat, while not as great, also plays a factor: the German consumer protection laws are quite strong, and a consumer is allowed to return the product within 14 days without giving a reason for it (German Civil Code BGB 2013, Section 355).

3 Potential marketing strategy on entering the B2C market

This chapter will be examining W. Kretzer (as of yet not clearly defined) marketing strategy on entering the B2C market. The chapter will be focusing on examining potential opportunities and threats for the company, with extensive and detailed marketing theory to back it up, as well as a closer look at their competition and the promotional and distribution tools they would have at their disposal.

3.1 Defining marketing

In order to better understand marketing strategy, we must first examine the concept of marketing as a whole. At its core marketing can be described as determining and meeting the consumer's wants and needs. Through rigorous research, companies are able to adapt and redefine their products/services in order to meet the consumer's needs. That is one of the key factors behind the prolonged success of any company. If marketing does not revolve around a consumer's needs, then it definitely revolves around his/her wants, which, in turn, are based on underlying needs. As an example, the customer needs food, however he can want for a very specific type of food. This is a "want" that a company can satisfy and capitalize on. (Doyle and Stern 2006, 32-35)

Marketing theory can generally be split up into two defining factors. The first of these is consumer demand. When a consumer simply wants something, he/she does not necessarily create demand, as said person might not be able to afford what he/she wants. Demand is created when a consumer's desire for a product/service meets their willingness to pay for it. Based on this, it is important for a company to not only produce something, but also consider its target audience and make it affordable and supplied in a sufficient amount. While demand is created mostly by the consumer markets, companies can influence it, as well, via product/service innovation and successful brand management. (Doyle and Stern 2006, 33-35)

The second important aspect is the product or service a company provides. The product can be defined as whatever the company offers in order to satisfy a consumer's needs or wants. Customers do not buy products simply for the sake of it, but rather to

satisfy a specific want or need. When it comes to corporate mentality, a company must not think about what product it makes, but rather is it that potential customers want. Thus, in order to succeed companies must constantly adapt and, if necessary, redefine their product to meet consumer needs/wants. (Doyle and Stern 2006, 33)

W. Kretzer KG is a manufacturer of manicure and pedicure products. As the company has always dealt in B2B, it was mostly focusing on the needs of its customer companies for quality steel instruments to distribute to the consumer. Although Kretzer strives for quality of its products at all times and emphasizes end customer satisfaction, understanding what the end consumer expects from such a product and emphasizing customer satisfaction, it did not have to consider all of the details in branding to the end consumer, as the customer company gave clear definition as to what they require from the product. Of course, in the B2C market, that would change and the company would need to adapt itself and its product accordingly, paying attention to many details ranging from quality production to effective and consumer-friendly distribution. The primary definition of the products would be to satisfy both a need for basic skin/nail care, as well as a want for high-quality, reliable tools with which to do this efficiently and without issue.

3.2 The four P's of marketing

In order to develop an effective marketing strategy in any given case, the company must have a clear understanding of what their marketing mix. To briefly define it, a marketing mix is a set of tools a company has at its disposal in order to achieve a certain response from its target markets. (Armstrong and Kotler 2007, 52)

These tools can be numerous, however are often broken down into four main categories, also known as the “Four Ps of Marketing”: product, price, place and promotion. The “product” part simply defines what kind of goods the company is prepared to offer to their target market. “Price” determines the pricing of the product, i.e. how much should the customer pay to obtain the product and under what kind of conditions. “Place” is about defining how the product will reach its target audience, determining the distributor and helping to better outline the supply chain. (Armstrong and Kotler 2007, 52-53)

3.3 The primary differences between B2B and B2C markets

In the field of marketing, the practices of selling to end consumers are vastly different to selling to other businesses. This point must be emphasized and examined more closely, in order to help W. Kretzer KG better understand how to position themselves in the B2C market.

3.3.1 B2B

When talking about B2B, it is important to take into account such aspects as product complexity. Often times, each company knows exactly what it wants from a product, thus many solutions have to be custom-made to fit the expectations of the buyer. In order to define what product/service the buyer requires, as well as how to provide such a product/service, well-trained and informed experts are generally required from either side.

Aside from that, demand in B2B is often derivative, i.e. it stems from the demand from an end consumer product. Based on this, it is clear that many B2B products are crucial to the buyer and, should said goods not be available, could bring down the entire supply chain. Thus, B2B products are much more critical to the buyer than B2C ones. (Kotler and Pfoertsch, B2B Brand Management, 22-23)

Whereas expectations of B2C products can vary from region to region, B2B products are standardized globally. Parts/components/ingredients/raw materials for an end product are generally the same, no matter what country they are processed in. This speaks volume about how universal B2B products are.

When talking about B2B, it is important to remember what is organizational buying is. As the product in question is often complex and serves a specific purpose, the decision-making processes when purchasing B2B products is also rather complex. Goods are bought based purely on rationale, emphasizing cost, profitability, features and functionality. As these purchasing decisions are so vastly complex, they are generally made

by multiple departments, rather than an individual. Buying patterns and criteria can also change based on previous experience, especially when the product is tailor made to fit the buyer's needs. (Kotler and Pfoertsch 2006, B2B Brand Management, 24-25)

3.3.2 B2C

In stark contrast to the B2B buyer, end consumer's behavior and decision making processes are radically different. Generally, purchasing patterns of consumers are determined by 4 major factor categories: cultural factors, social factors, personal factors and psychological factors. (Armstrong and Kotler 2007, 128-142)

Cultural factors are some of the most basic factors that define overall human behavior. These determine the major values and principles instilled in a person's mind. In order for a product to be successful, the marketer must understand the consumer's cultural background and emotional (as well as practical value) he would gain from the product.

Social factors are influenced by social groups the consumer interacts with. These can be any groups ranging from membership clubs to family and close friends. In order for marketers to reach out to a group they must determine what that particular group values in a product or what the individual, as a member of that group values in it. A common tactic for setting trends within groups would be reaching out to group "leaders" and helping define their expectations of a product. (Armstrong and Kotler 2007, 132 -135)

Personal factors are simply that – personal factors influencing one's decision making processes. These generally include the person's age, occupation, economic situation, lifestyle and personality. When examining these criteria, marketers can develop a way to tailor their product to the individual as efficiently as possible.

The final crucial factor would be the psychological factor. This factor is generally comprised of a person mental (both conscious and subconscious) processes, i.e. motivation, perception, learning, beliefs and attitudes. This is easily the most complex factor, as it is determined by a multitude of influence and can change in relation to the environment and the events and changes within. (Armstrong and Kotler 2007, 138 - 142)

3.3.3 Adaptation required

Based on the above analysis of what are B2C markets versus B2B ones, we can already draw some clear ideas about what Kretzer would need to consider when entering this new market.

As Kretzer's customer companies generally set clear standards for what they want from their product, Kretzer would now have to tailor directly to the consumer. Thus, the company would need to redefine their market and determine more clearly how the new customer thinks, what would be their expectations the product and how to brand their goods accordingly. Also taking into consideration the fact that Kretzer would be selling its product online, it needs to examine more closely how their target consumer groups behave online.

3.4 Customer-centered marketing strategy

For any business seeking to be successful in a particular market, an effective marketing strategy is, of course, crucial. It has been established that Kretzer would have to redefine its product for the consumer market.

The largest issue for Kretzer, when entering the consumer market, is a high level of competition. Amazon already has several companies selling manicure and pedicure sets, as well as individual products. Considering the fact that W. Kretzer KG does not have the resources necessary to distribute its product on a broad enough scale, it has to consider how it would confront its competition. Generally, when entering a market, there are five different "attack" strategies of the current market leader. The "frontal attack" means trying to outdo the market leader directly in such aspects as price, quality or spending more on promotion and advertising. It would not prove a feasible strategy for W. Kretzer KG, due to the lack of budget. Another common tactic is the "flank attack", wherein the challenger attacks the market leader where they are at their weakest, spelling out their advantage quite clearly for the consumer. Such a tactic would also be hard for Kretzer to achieve, due to the fact that their products do not

differentiate strongly from the competition, even containing the same main brand (Solingen). An “encirclement attack” approach, implying bringing out products to several underdeveloped segments of the market, where the competitors would not have sufficient coverage, would also not fit Kretzer’s plans, for the very same reasons as with the “flank attack. And neither would the “bypass attack”, because this particular strategy is used for targeting a field where the competitors is not present (which is not the case with manicure/pedicure products on amazon.de). The one tactic that can be in any way applicable is the “guerilla attack”. This is a strategy generally used by small companies with the intention to gain some foothold in a market, rather than challenge the competitor directly. This is usually done by small-scale targeted effort to attract a smaller consumer basis. Since Kretzer distribution is limited to Amazon.de, its current plan of going targeting consumers with Google Ads would be the most feasible solution for their small-scale B2C operations. (Doyle and Stern 2006, 157 - 158)

3.5 Defining the product and brand

In order to get a better idea of how Kretzer can be competitive in this particular market, taking a closer look at their product mix and potential brand strategy is essential. This sub-chapter will outline the products that Kretzer has to offer and well its brand strategy, particularly the “Solingen” brand, which is a major factor in Germany

Products themselves always possess a certain level of utility. In simpler terms, a product’s utility is its quality and the satisfaction it provides to the customer. In defining utility, the brand often has the strongest influence in consumer markets. One of the main factors in achieving high product utility is defining the “product drivers”. These are a set of features that distinguish the product and provide them with differential advantage. The following list specifies the main product drivers, according to Doyle and Stern, 2006:

- Performance - the efficiency with which the product performs its functions
- Features – additional characteristics of the product
- Reliability – the likelihood of the customer having issues with the product
- Conformance – level to which the product’s design and purpose meets expectations
- Durability – expected working life of the product
- Operating Costs – any costs related to the use of the product over the course of its life
- Serviceability – how well issues with the product can be resolved
- Aesthetics – the product’s look and feel in the eyes of the buyer

Given the distribution method and product, we can discern Kretzer having to focus on performance, reliability, conformance, durability, serviceability and, to some extent, aesthetics. In correlation with the Solingen brand image, the given instruments must be, above all else, long lasting, reliable and perform the designated task effectively. As these criteria are consistent with Kretzer’s product’s current reputation in the B2B market, they would not change when entering the B2C. The primary difference to take into consideration, is the “aesthetics”, since Kretzer would have to define themselves how the end consumer is supposed to view and feel about the product.

When talking about serviceability, the primary criteria will be set by Amazon.de and their return policies. As long as Kretzer complies with said policy, it would not have have issues with that particular product driver. (Amazon.de)

3.5.1 Product mix

To briefly define it, a product mix is the full number of products and product line that a company can offer to customers. (Suttle) As the manicure and pedicure tool industry is quite multifaceted and is filled with competition in Germany, it is crucial for Kretzer to offer a competitive product mix.

When examining a company’s product mix, the following criteria are usually taken into account (Suttle):

Width of product mix

This aspect elaborates on how many different product lines (i.e. product types) an company can offer its customers. As foot and hand can require several different types of instruments, Kretzer aims to provide as extensive a range as possible. The following is a list of product lines that W. Kretzer KG has available:

Table 2. Product mix

Tweezer	Basic stainless steel	Nick-el/gold/black slant	Automatic tweezers	Varriety of colored	Plastic
Corn Planes	Stainless steel	Plastic handle (various colors)	“Velkur” blade holder grips (various colors)	Refill blades	
Nail scissors/nippers/clipper s	Nail scissors (stainless steel/gold/nickel)	Nippers (stainless steel/gold/nickel)	Clippers (stainless steel/gold/nickel)	Clippers (stainless steel/gold/nickel)	
Nail files	“Sapphire” files	Professional files for acryl nails		Czech Glass files	
Manicure instruments	Plastic handle	Double-sided (stainless steel)			
Pumice Sponges	Variety of colors				
Foot files/scrub s	“Frosty” line of rasps	Double-sided rasps	“Ergonom” rasps	Basic foot file	
Hair scissors					

Length of product mix

This term refers to all of the products a company has for sale. Depending on the company, it can be crucial to offer a wide assortment of products within each range in order to remain competitive (Suttle). As we can see from Table 2, Kretzer's full product extent is quite competitive. Although not all products available through the company for B2B purposes would prove feasible in the B2C market. For example plastic tweezers are generally used in medical fields and are not as well suited for foot and hand care. Pumice sponges might also not be the best product, as they are not even steel ware, thus would not correlate with the "Solingen" brand name that Kretzer would rely heavily on for successful sales. (Also see attachment for full product range)

Depth of product mix

The product mix's depth refers to the total number of variations of each product. Said variations may generally include anything (shapes, colors, flavors, etc.), and in the case of Kretzer's product mix, it generally refers material, color and design. (Suttle) One basic example would be the number of different tweezers that be made out of plastic or stainless steel, the steel one coming can be nicked or gold-coated. Corn planes can, for example come in regular shape or with a handle designed for storing blades.

Consistency of product mix

Product mix consistency refers to how the different product lines relate to each other. How closely the products relate to each other in purpose, design and even distribution can affect the overall brand. (Suttle) In Kretzer's case, product consistency would be a non-issue, since all of their instruments serve the same general purpose (hand and foot care) and are distributed through one channel towards a targeted consumer base.

3.5.2 Brand concept

The term "brand" is something people here quite widely in the world of marketing. It is one of the cornerstone of many successful products shapes the mind of consumers by creating certain expectations of a product type.

It is difficult to find a single definition for the term brand, as the concept is very multi-dimensional. In certain cases, a brand can be defined as any name or image used to sell a product or service. However, a brand can also create value for the company's stakeholders. Probably the most clear, yet all-encompassing definition was provided by Jon Miller and David Muir:

“It is a complex symbol that represents a variety of ideas and attributes. It tells the consumer many things, not only by the way it sounds (and its literal meaning if it has one) but, more important, via the body of associations it has built up and acquired as a public object over a period of time” (Miller and Muir 2004, 3-6)

As we can see, the definition of a brand is not a simple. Aside from defining what it is exactly, there are also 2 crucial things to remember about brands:

1. Brands are the result of behavior and experience

Brands are not simply what a company advertises and tells the consumer. They are made up of the whole experience the customer gets when dealing with the product/company. Despite a product's supposed quality, any brand can be ruined for the individual by simply a single bad enough experience. Thus, a brand is a multi-faceted experience that cannot be built simply with advertisement, names and logos. (Miller and Muir 2004, 3-6)

2. A brand exists in a person's mind

It is crucial to always remember that a brand is not what a company produces, but the image in the consumer's head. When building/managing brands, it is important to consider, from a consumer perspective, what kind of emotion or association said brand name would conjure up and how it would achieve this. (Miller and Muir 2004, 5)

3.5.3 Ingredient branding

An important aspect of brand management (especially in Kretzer's case) is ingredient branding.

To elaborate, ingredient branding is the deliberate and strategic brand management for the materials, components, parts, ingredients, services, etc. used in the production of an end consumer product. (Kotler and Pfoertsch 2010, Ingredient Branding, 2)

As a marketing concept, ingredient branding began to thrive in the 1980s. With the rapid advancement of globalization, companies needed to focus on branding their product in ways that would help the customer differentiate their product in a simple, yet emotional way. This was particularly underlined by the shift from companies emphasizing tangible resources in their production to intangible ones, such as brand image and customer service. (Kotler and Pfoertsch 2010, Ingredient Branding, 2-5)

Today, ingredient branding has become an essential brand strategy for many companies. The electronics industry, for example, has begun to emphasize individual parts in their devices, rather than just the device as a whole (lenses in cameras, individual computers components, cars parts and many more). Kretzer has been using ingredient branding in its products for a fairly long while, although it is not tangible components, but rather quality assurance brands.

3.5.4 The “Solingen” brand

The name “Solingen” has been well-known in Germany since 1571, when Duke Wilhelm von Berg started marking all blades produced there with the Solingen name. Since 1938, the trademark has been protected in Germany under strict legislation. No product is allowed to bear the name “Solingen” unless it meets the following conditions (Chamber of Industry and Commerce Wuppertal-Solingen-Remscheid):

- The product, at all key manufacturing stages, must be processed and finalized within the Solingen Industrial boundaries
- Conform to standards set for the types of goods produce (even if a steel ware product is manufactured in Solingen, it still has to conform to the minimal quality standards in order to bare the trademark)

Based on these criteria, a clear advantage can be seen in having the “Solingen” trademark as part of your brand. While there is certainly a fair amount of other manicure and pedicure products bearing said name, the guarantee of quality would automatically give W. Kretzer KG a competitive advantage over many other products. This is especially true with Germany’s high focus on quality and preference towards domestically-produced goods (Drake 2012)

3.6 E-Marketing

Taking into account the fact that W. Kretzer KG is a family owned business and cannot afford to take significant risks, distributing its products through an online shop is a logical decision.

With the relatively recent explosion of Internet use, e-commerce has become a major phenomenon and has transformed modern business as we know it. Many factors affecting successful commerce have been greatly altered/improved/became stronger and certain new factors have come into play, as well. What follows is a list of just a few such factors affecting e-commerce today:

- **Online advertising**

After television and newspapers, online advertising has become the third biggest budget advertising medium. With a massive user base, tools such as Google Ads allow marketers to target specific demographics, optimizing their advertising efforts and budgets for maximum productivity.

- **Search engine marketing**

One of the most crucial online marketing tactics is to ensure that your offering to consumers comes out at the top few listed in a search engine. Search engine advertising can amount to approximately 47% of the online advertising budget. The earlier mentioned Google Ads being the most used tool, in this regard.

- **User-generated content**

One major factor that exploded with the active use of the Internet, is user-made

content. Websites such as Youtube have millions of user producing content constantly, which gives companies huge opportunities for cost-efficient customer contacts to help promote their product and increase consumer relations. Another example of user-generated content more relevant to this analysis would Amazon user reviews, wherein the customers who bought a product may write reviews of it, providing other consumers with more objective information from purchasing decisions.

- **Online communities**

The internet has, like no other medium, helped like-minded people directly share information, opinions and come together to form communities. Major websites in the category of community forming are, of course, Facebook, LinkedIn, Twitter, Wikipedia, Youtube, Yahoo! Answers, but aside from those there are thousands of forums and other websites designed to bring people of common interests, demographic and principles together. Monitoring and engaging with these communities can help a company not only better understand consumer behavior, but also increase brand awareness customer relations.

- **Personalization and customization**

This, again, has to do with targeting. Customizing the company website to provide the consumer with sufficient information and lower costs helps increasing marketing productivity and efficiency. Many users appreciate when they are being marketed a product that is relevant to their interests, rather than being bombarded with loads of useless and annoying advertising.

- **Internet communication**

Communication methods have been completely revolutionized by the advance of the Internet. Aside from e-mail and instant messaging, VoIP (voice of Internet telephony) has become major for a company's internal and external communications.

- **Local marketing**

Such a factor is classified by allowing people to easily find products and services

near them. Locating a business or private seller has been made easy by services such as eBay, Craigslist and GPS applications such as Google Maps.

- **Marketer transparency**

User-generated content was mentioned in an above section and its impact on marketing transparency cannot be stressed enough. As the Internet is a massive medium for people to express their thoughts and opinions, major complaints about products and services can have great effect on the company's image, thus the company's dedication to quality and ethical conduct has to become bigger than ever.

- **Infrastructure processing**

Internet communication has had major impacts on our infrastructure, allowing both companies and individuals to save great amounts of time and resources on such processes as moving information, products, data, etc. faster, at greater accuracy and efficiency, and at a lower risk, as any data is always backed up.

- **Metrics rule**

How marketers analyze and keep track of market activity has also been revamped. Techniques such as web analytics allow for better keeping track of user activity and consumer behavior online, in turn helping the company better define what they need. (Strauss and Frost 2010, 27)

As we can see from the above list, e-commerce has completely re-shaped the modern business environments, which, of course, includes marketing. To sum up and offer a concrete definition we will refer to Strauss and Frost's book via direct quote:

"E-marketing is the use of information technology for marketing activity, and the processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners, and society." (Strauss and Frost 2010, 28)

From everything above, we have determined that e-marketing is more cost-efficient, thus involving less risk, and is considerably more precise by allowing better targeting of

specific market segments. Further on, we will determine what exactly this means for W. Kretzer KG and its low-scale attempt at entering the B2C market.

3.7 Google advertising

As mentioned earlier, the Google Ads services provides for an enormous amount of search engine advertising (around 67% of the market) (Strauss and Frost 2010, 27) and allows for highly efficient segment targeting, i.e. people who search for specific keywords that are related to your advertising, will find your company quicker.

When using Google Ads, the company selects keywords related to their business. Thus, when the potential customer search for said keywords, the relevant information to the company's product will appear to them and is easily accessed. Aside from the search engine itself, potential consumers can be reached through Google AdWords, which is a service that offers to display relevant ads on websites to increase the website profitability. For example, if there is a German website reviewing manicure and pedicure products, Kretzer's advertisement may appear on said website via Google AdWords.
(Google AdWords)

In addition to the advertisements themselves, Google offers a service called the Placement Performance Report, which is a tool for monitoring one's ads on a site-by-site basis. Such a tool would allow Kretzer to better optimize its advertising, as the company would be able to see the clicks, costs, conversion data, etc. and identify how differently the sites are performing. This would help them determine which can require content improvement or exclusion. (Google AdWords)

Besides the advertisements and monitoring, Google Ads allowing for efficient advertisement budgeting. First of all, Google charges only for clicks (although there are other pricing policies, as well, this one remains the most cost-efficient for a Kretzer's needs), meaning that if the link to the company's site/shop page was displayed but not clicked, Google will not charge the set amount. The second key factor is that the daily budget limit, as well as the cost of a click, can be set by the company themselves.
(Google AdWords)

The daily budgeting aspect is fairly clear – the company decides how much it is willing to spend on a specific ad campaign per day (It is worth noting that Google allows for 20% more ad clicks per day than the maximum budget, to make up for days when traffic is lower). The cost-per-click setting is slightly more complex. When Google displays a company's ad in the search engine results, it determines which company is in the top result by the maximum cost-per-click setting. For example, if Kretzer pays 1€ per click and Wilkinson pays 0,6€, then Kretzer's ad will display before Wilkinson's. It is also worth noting that Kretzer would only pay the maximum price necessary to overtake the advertiser below them, so it would not always need to pay the full price for each click. (support.google.com)

In the past, Kretzer has received a promotional card from Google for free Google Ads credit. When utilizing this free sample Kretzer's site traffic has increased and the company were even contacted a private individual seeking their product. As Kretzer is seeking to market its goods to consumers on a small scale, Google Ads would be the most cost-efficient and productive way to help their product reach its target audience.

3.8 Consumer behavior online

In the B2C section of this analysis we have briefly covered consumer behavior and the main driving factors behind it (cultural factors, social factors, personal factors and psychological factors). In this section we will examine consumer behavior online and what Kretzer needs to consider when doing business with them.

Use of the Internet globally is growing, but not quite as fast anymore. In 2009 there 1,8 billion users worldwide (approximately 27%). The majority of said Internet users reside in 1st World countries, where the percentage of users has reached massive levels. In Germany there were 65 123 800 Internet users in 2010 (out of a population of 82 282 988), which amounts to 79,1% of the total population. The majority of people in Germany (as in many developed countries) who are not online are generally the elderly. (Strauss and Frost 2010, 176)

One of the main differences between general marketing and e-marketing, is that e-marketing gives a lot more power to the consumer. As an individual surfs the Internet,

they pick and choose content they want to browse by themselves, avoiding things that do not interest them. If before potential consumers had to sit through television commercials regardless of whether they are interested or not, online they can simply browse only what is relevant to their interests. Thus, marketers now have to consider how to reach a specific target audience and provide them with information they care about, rather than try to raise awareness by spreading advertisement to as many people as possible. It is also worth noting that consumers with Internet access have a lot more information available to them at all time, thus before making any important or costly purchase, they can always look up more information about it. This puts more emphasis on product quality consistency and company transparency. (Strauss and Frost 2010, 179)

Besides the consumer having more power, it is crucial to consider that the emphasis in e-marketing has shifted to engaging and entertaining the target group as much as possible. Since the Internet can provide a basically unlimited amount of content for the individual to browse through, it can be difficult to draw attention to your company's particular offer. Thus, many firms have to come up with more creative and engaging ways to draw the potential customer's attention. Any audience is more likely to be engaged in content that is relevant, entertaining and emotion-provoking. Engagement in said media helps provide context for content, thus helping the consumer to build a better personal association with the brand. (Strauss and Frost 2010, 182-183)

When talking about online consumer behavior, it is crucial to consider the extremely high convenience factor. With e-commerce being such a huge phenomenon, customers are generally used to be able to find anything they need at any time. This has created a breed of consumer that is used to quick and efficient responses, almost instant information sharing and product availability at all times. Fortunately, with such a demanding consumer also comes increased consumer motivation, creating an environment in which the self-service model thrives. Most customers, when purchasing online, log on, find the product they need, find information about it, purchase and even track the delivery progress by themselves (using the tools provided by the website, of course). (Strauss and Frost 2010, 184)

One more important aspect that is worth taking into account and that has been the subject of controversy in recent years, is the issue of privacy and data security online. Particularly in Europe, users do not want their personal data and information being used or shared for marketing purposes without their expressed consent. Thus, an increasing amount of emphasis is being put on companies, particularly online shops, keeping their customer data secured. However, around 13% of consumers have also reported that they are perfectly willing to share their personal data online in exchange for a provided service or entertainment. In correlation with this, it should be noted that people share private data on social networking sites all the time, and, in some cases, this data legally belongs to the website's owner. This aspect is not yet explored as thoroughly and it remains to be seen how consumers will behave relating to these issues in the future. (Strauss and Frost 2010, 184-185)

To draw some conclusions, this section has covered the facts that consumers online are more aware of what they want, they have more information available to them, they have little interest for products that do not concern them, they expect service to be quick and convenient and they place increased emphasis on data and information security. From the "Google Advertising" section, we have established that Kretzer has a way of effectively reaching its target audience, offering products that would only be relevant to a person's particular Google search. In addition to this, Kretzer has a website providing the customer with necessary information about the company and its product (although it is currently design for B2B clients, so some editing would be necessary). As Kretzer's product has a fairly simple nature to it and the company does not aim for wide-scale B2C distribution, major promotional activity or creative ways to engage potential customers are not an urgent necessity, especially considering the fact that the company does not have the resources necessary to spare.

3.9 Amazon.de as a distributor

To provide a brief historical background, Amazon was originally founded in 1994, Seattle, Washington by Jeff Bezos. The website amazon.com was launched in 1995 as an online bookstore, but has since then expanded to other goods, including physical non-media products by both private and commercial sellers. Amazon first launched amazon.de in Germany in 1998 (same year as in the UK) and has since then become the

biggest online retailer in the country. (Amazon Genius 2012) (comScore Data Mine 2012)

As established, Amazon.de is an online marketplace that lets both private and commercial entities sell their new and used products. It bears to be noted, that Amazon.de is not an online auction house (such as eBay), thus prices are set by the seller and do not change. (Amazon.de, Selling at Amazon.de)

There are two types of Amazon user accounts: individual sellers and Pro-merchant sellers. The “individual seller” is the base account that Amazon.de offers, wherein items remain listed for 60 days and then must be re-listed, if they have not been sold. When an item sells, Amazon.de notifies the seller via e-mail that payment has been taken from the buyer. The seller must dispatch the item(s) within 2 days of receiving the notification. After a purchase is made, the funds put into the seller’s Amazon account and will be transferred to their bank account on a 14 day cycle. The obvious advantage of selling through a service such as Amazon.de, is that the buyer and seller are able to exchange goods, without needing to exchange financial information (for example, bank account details), thus making it a more secure channel for both parties. (Amazon.de, Selling at Amazon.de)

The Pro-merchant subscription account offers all the same basics, except for the fact that any products listed do not need to be updated and will remain listed until they are sold. This subscription is generally for professional merchants who seek to sell products in greater volume (at least ~30 items/month). While the service is certainly convenient, it has a monthly fee of 44,85€ (39,90€ for sellers that qualify for VAT-exclusive fees). This fee is deducted from the user’s Amazon account every month. Should the user not have sufficient funds, the remaining sum will be deducted from their attached credit card instead. (Amazon.de, Pro-Merchant Subscription)

While the Pro-merchant subscription may be a better option for Kretzer in the long run, as it streamlines the process of managing one’s online sales, it may be better to sell some goods via the basic account in order to “test the waters” and determine whether or not a monthly subscription service would be more profitable and cost-efficient.

3.10 Competition

The following table provides a detailed list of the main competitors Kretzer faces:

Table 3. Competition on Amazon.de

Solingen Brand	Other
Drei Schwerter GmbH	newgen medicals
Schmuck-Pur by Cadenis Accessoires	Zwilling
Ambassador	Monte Lovis
Lederstore NM Deluxe	Elle By Beurer (electric)
Seidel Schwartz	Peter Bausch (electric)
Hammann	Finesse (electric)
Samsonite	Laron (electric)
Dovo	Wilkinson
Giesen & Forsthoff	
Acme	
Niegeloh	

Probably one of the biggest barriers for entry into a market is a high level of competition. As we can see from Table 3, Amazon.de already has a wide range of manicure/pedicure companies selling their wares.

As we can also see from Table 3, the competition has generally been split up into those bearing the “Solingen” brand and those that do not. Since the name “Solingen” is one of the main drivers behind Kretzer product branding in Germany, examining competition that also carries this brand name is vital.

When entering the keyword “solingen maniküre” into the Amazon.de search engine, the main company that shows up the most is “Drei Schwerter”. Of course there are other companies selling their products on there, as well (as seen in Table 3), however Drei Schwerter is the most frequent one. Their manicure/pedicure set range in price

from approximately 18€-51€. Upon further searching of Amazon.de, they also offer more affordable sets, however they do not bare the Solingen brand.

Besides the above mentioned main player, it is clear from searching Amazon.de, that the market is saturated with a variety of product offerings. In order to help stand out as a new player, Kretzer would need to, aside from the “Solingen” also effectively brand their products with their own name. This would not only help them stand out amongst the other brand names, but also build up their own brand in the eyes of the consumers. As was mentioned in the previous sections, when this much competition is taken into account, Kretzer would have to plan its operations on a fairly small scale, given their limited resources, in order to gain some foothold in the market.

4 Research and results

For this thesis, a quantitative method was selected to survey a sample of the German population. Quantitative surveys are generally defined as surveys that contained well-structured questions, to be answered and provide concrete statistical results. For the most reliable statistics, the number of participants would have to be as high as possible. (Willis, What is quantitative research?)

The quantitative research for this feasibility analysis was conducted in the form of a 11 question online survey. Said survey was distributed on multiple German forums relating to the topic of manicure and pedicure products, in order to receive general information about the type of consumer, their expectations and their behavior.

While the online service through which the survey was established (www.umfrage.de) allowed for a maximum sample of 350 people per survey, the response rate for the survey was significantly low. For this particular research, the expected sample was to be at least 50, however only 28 people replied within the period of a month (2 of whom have no finished the survey). Therefore, while we can still examine the sample and draw conclusions, they may prove to be considerably less accurate than if the sample was greater.

4.1 The questions and responses

As a quantitative method was selected for this study, the questions needed to be structured so as to provide W. Kretzer KG with the following relevant information:

- Who are your potential customers
- Whether or not there is a market for the products offered
- What is the product/brand awareness level
- How many people are interested in buying said product
- Their buying habits

The following is a list of questions with an analysis of each of the results. The analysis will be divided into 3 parts: the demographic, customers' expectations of the product, customer's purchasing trend/patterns.

4.1.1 Target demographic

Gender

As expected, the majority of respondents were women (71%).

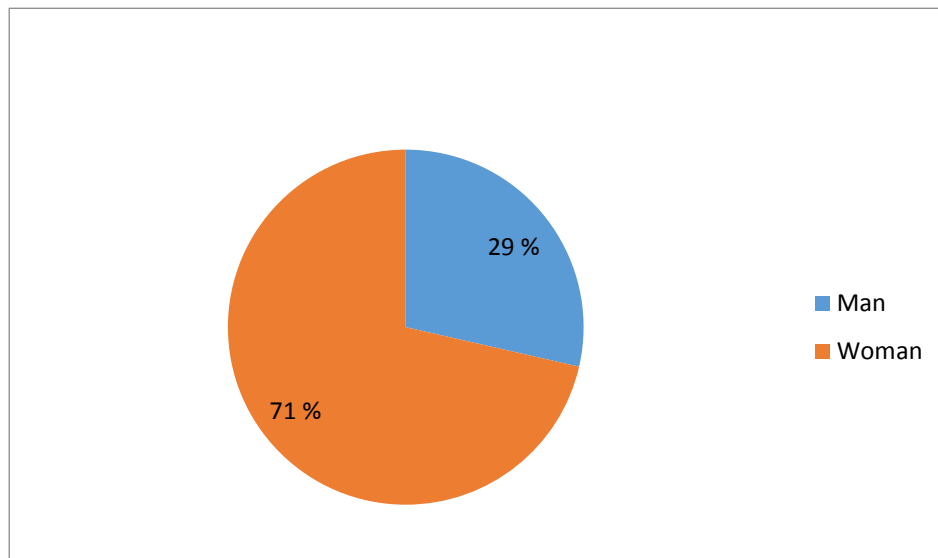


Figure 2. Gender

Age

When asked their age, most respondents were between 25-34 years old (45%). The second biggest group was aged 18-24 (38%). The smallest group was people over 55, which is not surprising, considering the survey was distributed online and considerably less of the elderly use the Internet. (European Commission 2012)

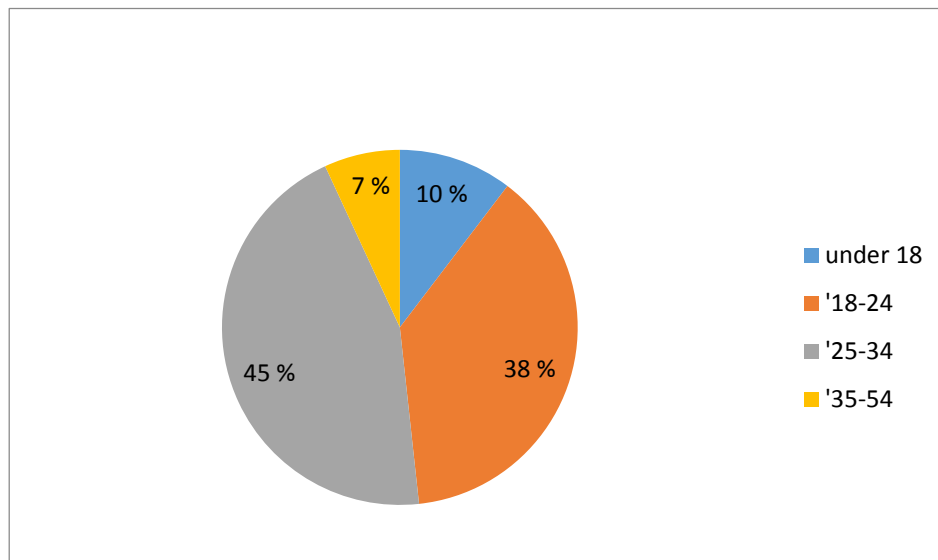


Figure 3. Age

From these results, we can draw the conclusion that the main demographic would be young adults, as they are more likely to shop online.

Geographical Location

Somewhat surprisingly, the majority of respondents are from Nordrhein-Westfalen (27%), which is the part of Germany where the company is situated, as well. The 2 second largest groups were from Niedersachsen at 19% (northern neighbor of Nordrhein-Westfalen) and Baden-Württemberg at 15% (South-West Germany).

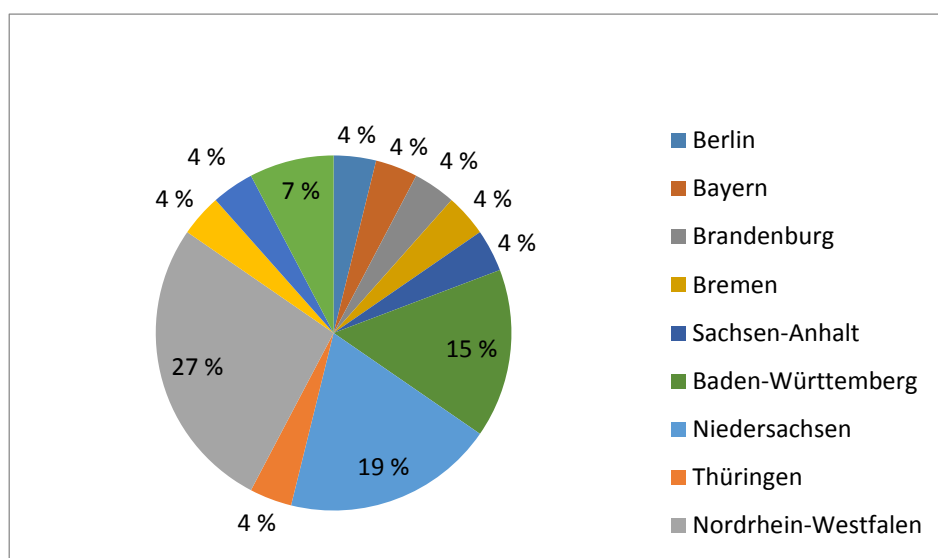


Figure 4. Geographical Location

4.1.2 Expectations of the product

“Are you interested in high-quality manicure and pedicure products?”

The majority of people (48%) responded that they are not particularly interested in high-quality manicure/pedicure products. 35% of people responded that they are not interested at all and only 17% percent of people replied that they are somewhat interested in the product. Not a single person has answered that they are very interested in the offered product.

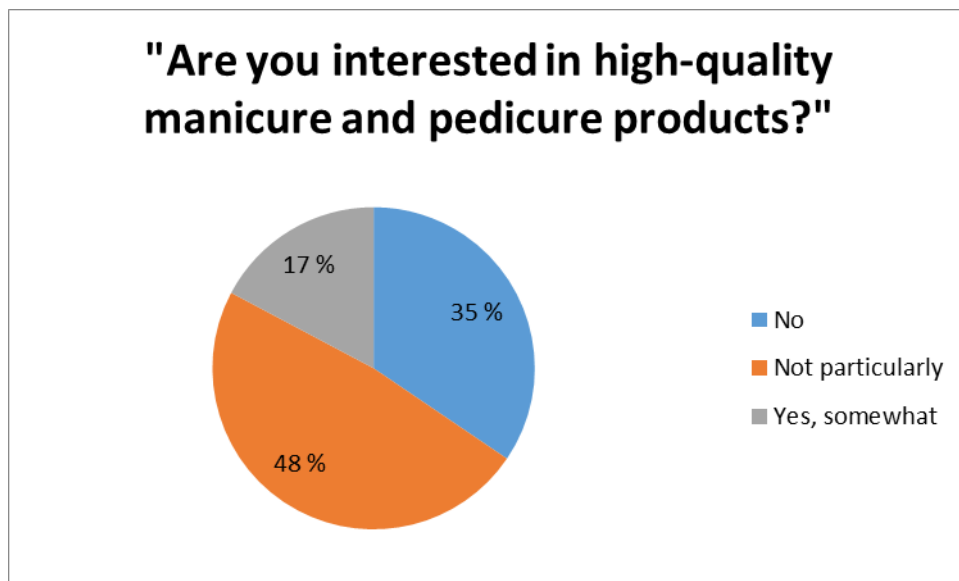


Figure 5. Interest in Manicure/Pedicure Products

The fact that the people surveyed are only interested in manicure/pedicure products to smaller degrees can be interpreted as most consumers being interested in said product because they need it. . Taking that into account, it would be important to market the products as a high-quality, reliable instruments to satisfy the need for manicure and pedicure care.

“What is the most important part about manicure and pedicure products?”

Backing up the statement from the result of the previous question, the majority of people (53%) responded that they prefer for their product to be of high-quality and reliability. The second largest group (36%) among respondents stated that price was the most important aspect.

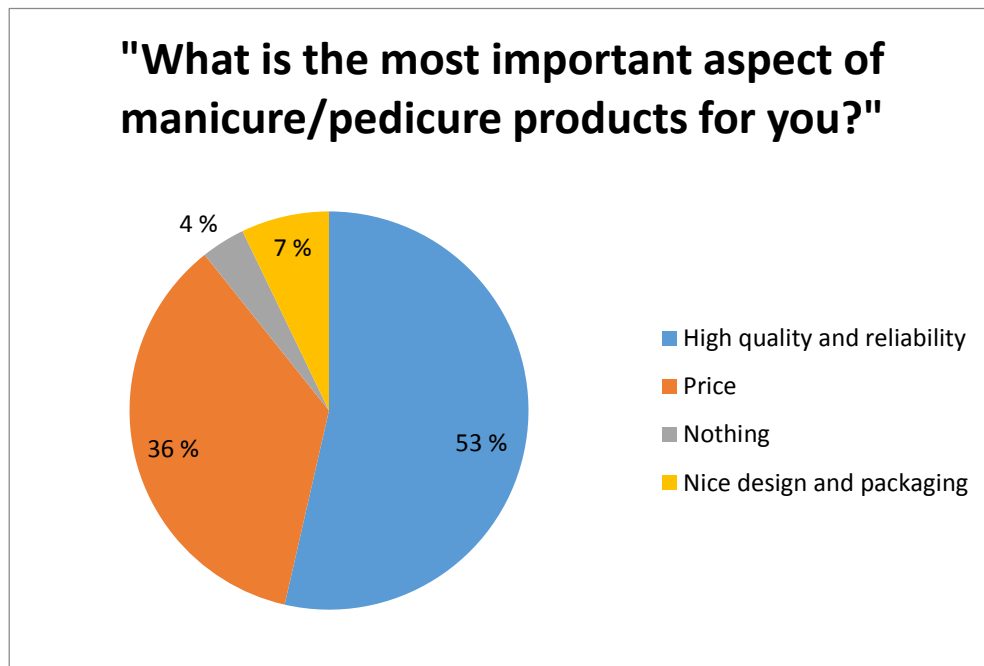


Figure 6. Important aspect of the product

From this we can see that the German consumer generally puts quality above all else,. While there is a significant amount of people who also prefer the most affordable option, it would be smart to target people with high-quality expectations.

“Do you prefer German wares or imported?”

When faced with this question, an overwhelming majority (82%) of people have stated that they do not care at all where the good comes from. However, among those people who do care about the place of origin, most have replied that they prefer German products to imported (14% vs. 4%).

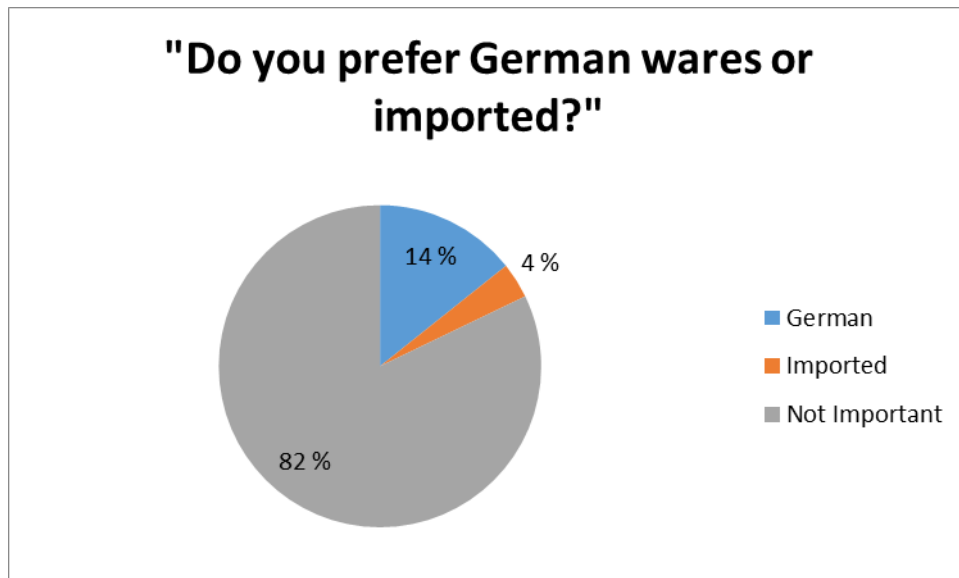


Figure 7. Preference of product origin

Having considered that, the Solingen brand can only be an asset, as, while most people do not care about the product's origin, they do care about quality. The name "Solingen", protected under German legislation, is known within the country as a guarantee of high-quality

"Have you ever heard of the name "Solingen"?"

While Solingen is known for quality steel products, the majority of respondents (41%) have stated that never heard the name. However, the second largest groups (22% each) state that they have heard somewhat/a lot about it, while 15% replied that they have heard very little of it. To sum up, 59 % definitely have some brand awareness when it comes to "Solingen" steel ware.

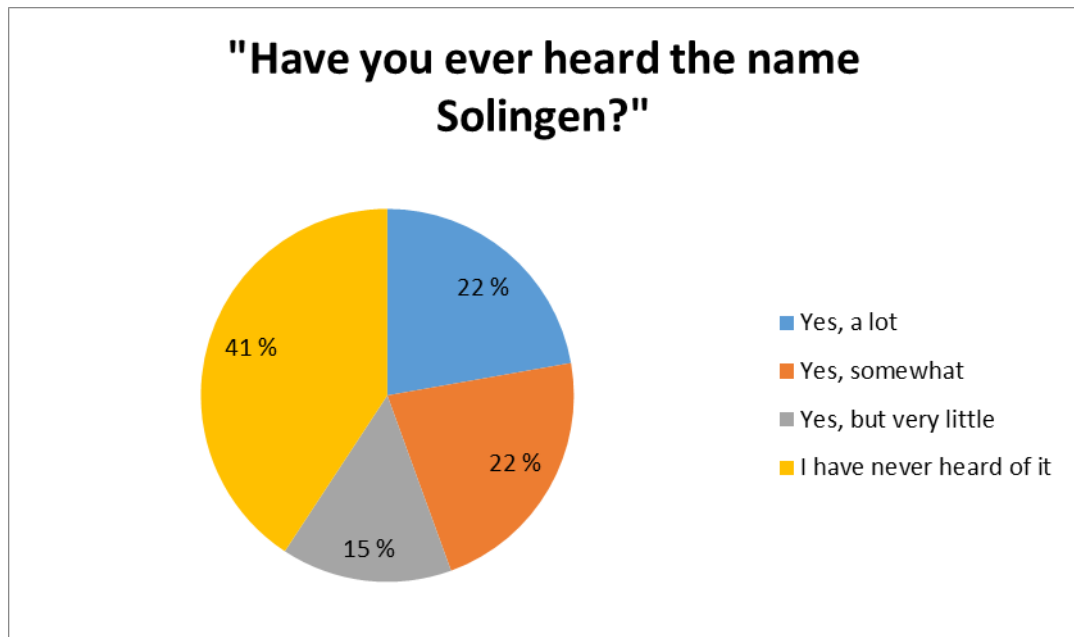


Figure 8 - Solingen Brand Awareness

Despite the sample being too small to accurately measure brand awareness, we can clearly see that the name is at least fairly visible.

4.1.3 Purchasing patterns

“Where do you prefer to buy your manicure/pedicure products?”

This question was mainly to determine how many people purchase manicure and pedicure products online. The results are that a great majority (75 %) buy said instruments in a physical store and only 21% buy them online (4% replied that they have no preference).

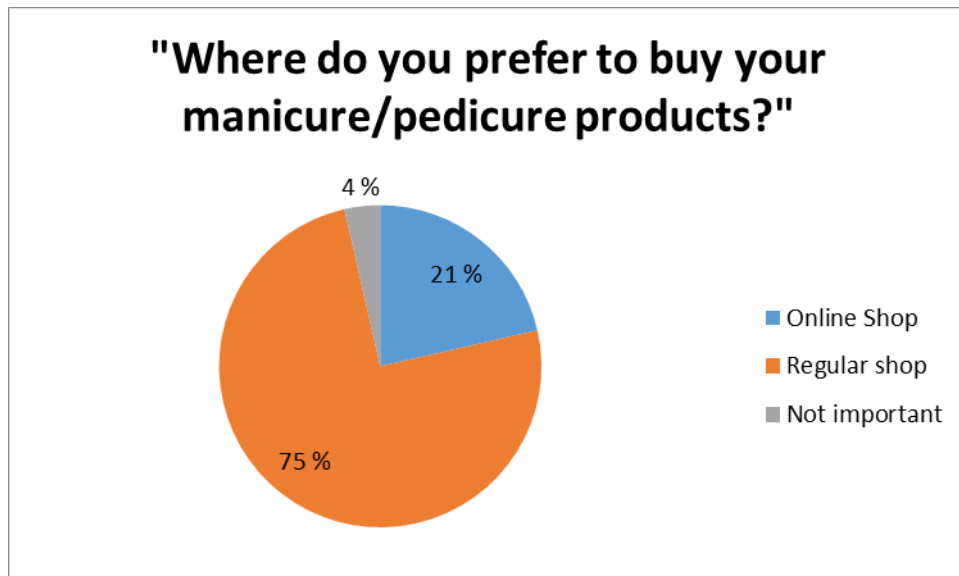


Figure 9 - Physical vs. Online Shops

This can be seen as an issue. If less people purchase manicure/pedicure products online, yet there is significant competition entering the market may prove difficult. Kretzer must set clear marketing goals and priorities, in order to gain some share in the current market.

"Do you do a lot of shopping at Amazon.de?"

As Kretzer aims to distribute its wares through Amazon, it is important to find out how many actually shop there.



Figure 10 - Shopping at Amazon.de

The results have turned out to be quite close: 36% say that they do some shopping on Amazon and the same percentage of people shop there a lot. 28% only shop there a little. It is very positive to see that nobody has replied that they do not shop there at all. Being Germany's largest online retailer, Amazon.de is definitely a reliable distributor. (comScore Data Mine 2012)

"Do you buy/have you bought products from these companies?"

As we have previously established and analyzed our competitors, it is now important to find out how many people actually purchase from them.

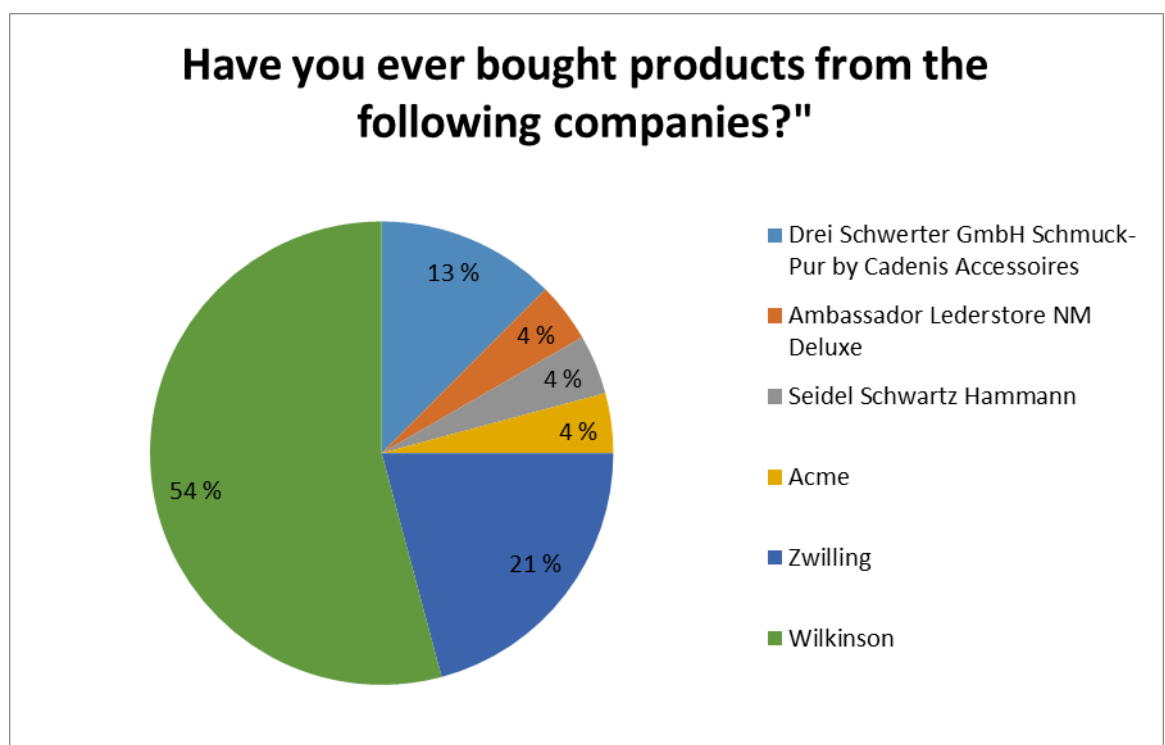


Figure 11 - Competition

As we can see from the above chart, the two major companies that the respondents purchase from are Wilkinson and Zwillling. These are fairly major companies in Germany, however it is worth noting that only Zwillling out of those two provide full manicure/pedicure sets. Wilkinson, while a major brand, only distributes individual or very small manicure/pedicure sets (on Amazon.de), as the company's main focus is razors and razor blades. Zwillling has a much bigger focus on luxurious, high-quality sets on Amazon. However, neither of these companies carry the "Solingen" brand name, which would give Kretzer an already major competitive advantage.

“What kind of manicure and pedicure products are you interested in the most?”

Finally, an important part of the research was to determine what kind of products specifically the consumer is interested in. This would give Kretzer a better understanding of how it needs to try and position itself within the market.

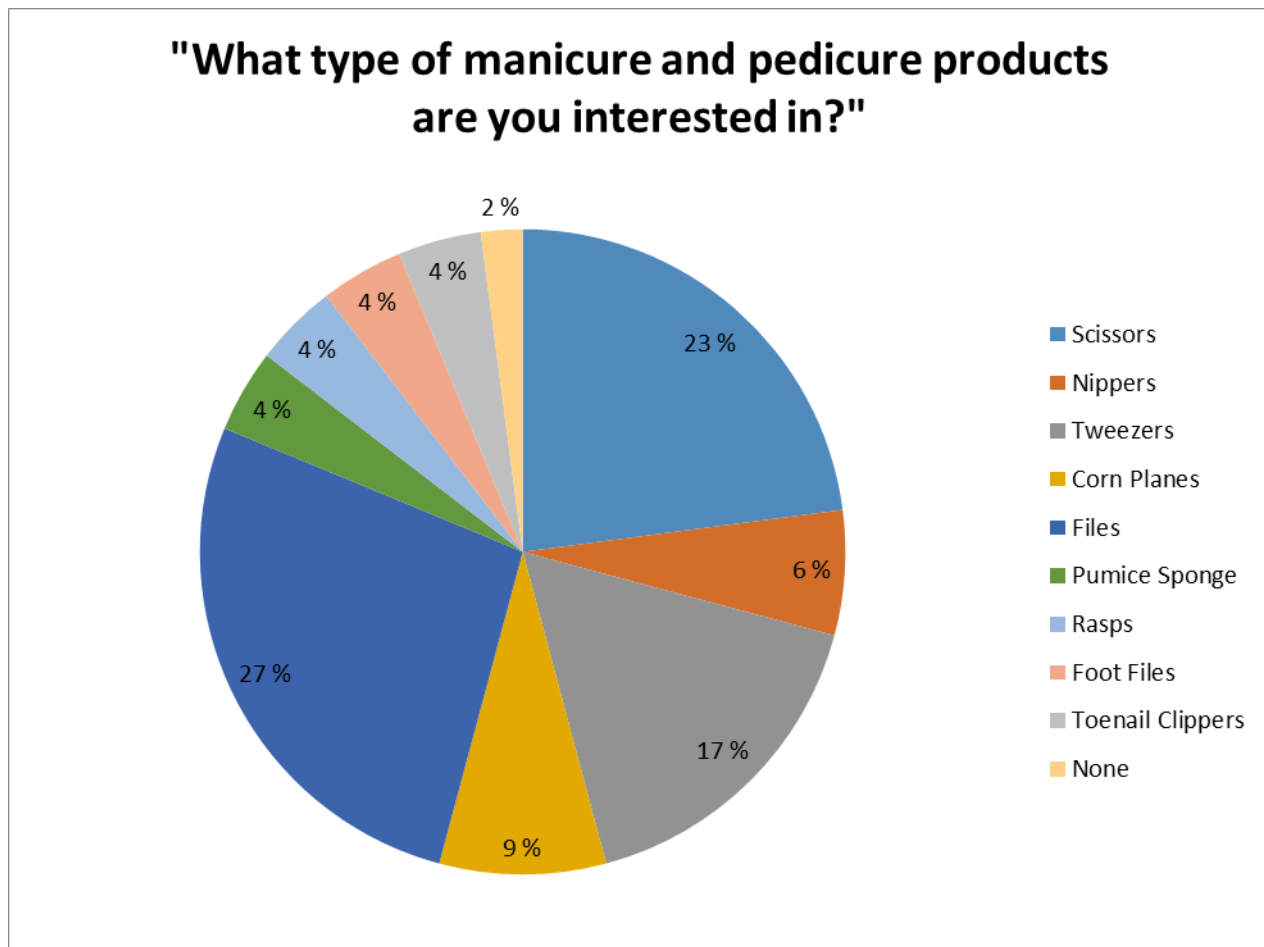


Figure 12 - Product Interest

As the chart clearly shows, we can observe that respondents were most interested in files and scissors and tweezers. All of these are standard components of a manicure/pedicure set. Generally, as the company's brand would want to imply quality and reliability, it would be reasonable to sell sets of instruments; however selling individual instruments or small sets should not be completely ruled out, as it allows Kretzer to cover more market aspects, which can always serve as an advantage.

5 Recommendations and conclusions

In this thesis, we have taken a look at Kretzer's potential business venture and examined how the implied marketing strategy holds up against widely acknowledged theory and how said theoretical framework helped gain perspective on this venture.

We have clearly established the main differences between the B2B and B2C markets, in order to help the company better understand what kind of changes and adaptations it needs to make in order to be successful in B2C. Besides that, the company's product mix has been examined in detailed, as we have defined what the company would need to focus on in their product mix and branding in order to be successful among their target demographic.

When examining the market itself, through research, we have determined the main demographics and their expectations, as well define the most cost-efficient method through which they can be reached.

As Kretzer's aim was to originally sell their products through Amazon.de on a small, scale, this analysis has established that the venture is feasible, but limited, especially by the company's owns resources and the amount of competition in comparison. The main factor that gives this venture feasibility is the fact that it is low-cost and does imply high risk in case of failure, due to there not being a need for high-scale marketing campaign or major asset acquisition. In the end, such a venture may prove successful, given the company's modest goals for it.

5.1 Evaluation of thesis result

While the main objectives (giving the company perspective and helping them understand said venture better) are technically successful, the overall quality of this paper may not have proven as optimal. This is mainly due to the low response rate for the research. As the sample for the quantitative survey has turned small, the results could not be measured and analyzed as accurately. Thus, only general patterns and expecta-

tions of the market could be examined and established. Despite document aiming to give Kretzer perspective, rather than define a clear strategy, the research section can easily be established as the paper's biggest weak points. Defining it briefly, the reliability and usefulness of this study is limited, due to lowered research response rate.

The thesis has covered extensive theory on marketing to help Kretzer better understand their position within the B2C market on Amazon.de. Statements about potential strategies, analysis of the company and environment, as well as approaches to research have been backed up with sufficient amount of theory in more to establish this research paper as valid and the information within it - credible.

5.2 Personal learning experience

While working on said paper my personal learning experiences have been vast, despite some aspect of the thesis being less successful. The Marketing Strategy section, has pushed me to examine a variety of enriching theory from different authors in the field of marketing and has helped me gain a great deal of insight into the topic and how the theoretical material can apply to a practical cause. My initial theoretical focus was ingredient branding and e-marketing, as they had a clear relation to this topic from the start. However, the theoretical material grew extensively when I began studying these topics in greater detail, forcing me to tap into theory about consumer behavior, marketing strategy, brand management, etc.

Aside, from that, I have also learned a lot about popular commercial tools such as Amazon and Google Advertising. My efforts to better understand Google Ads in particular have, in my opinion, provided me with excellent practical knowledge that can be applied in any future profession related to marketing and e-commerce.

Perhaps the biggest challenge was conducting the research, as efforts to gather participants have initially been less than fruitful. As I have mainly attempted to spread the questionnaire on relevant forums and other social media, in the end, I lacked the resources necessary to distribute said survey to a greater number of participants. However, despite the low response rate, I have still learned much in terms of conducting research and analyzing/interpreting data.

Overall, the thesis was a major learning experience for me, which not only tested my ability to conduct theoretical and empirical research, but also manage my working schedule and establishing a functioning working routine.

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Attachments

Original Survey

1. Geschlecht?

- ☐ Frau ☐ Mann

2. Wie alt sind Sie?

- ☐ unter 18
☐ 18-24
☐ 25-34
☐ 35-54
☐ 55+

3. Aus welchem Bundesland sind Sie?

- ☐ Baden-Württemberg
☐ Bayern
☐ Berlin
☐ Brandenburg
☐ Bremen
☐ Hamburg
☐ Hessen
☐ Niedersachsen
☐ Nordrhein-Westfalen
☐ Rheinland-Pfalz
☐ Saarland
☐ Sachsen
☐ Sachsen-Anhalt

- ☐ Schleswig-Holstein
- ☐ Thüringen
- ☐ Nicht aus Deutschland (bitte angeben):

4. Sind Sie interessiert an Hochwertigen Manikür und Pedikür Artikeln?

- ☐ Sehr interessiert
- ☐ Ja, etwas
- ☐ Nicht besonders
- ☐ Nein

5. Was ist für Sie an Manikür und Pedikür Instrumenten am wichtigsten?

- ☐ Hoche Qualität und Zuverlässigkeit
- ☐ Schönes Design und Verpackung
- ☐ Preis
- ☐ Anderes (bitte angeben):

6. Bevorzugen Sie Deutsche Manikür und Pedikür Produkte oder Importierte?

- ☐ Deutsche
- ☐ Importierte
- ☐ Ist nicht wichtig

7. Haben Sie den Namen "Solingen" gehört?

- ☐ Ja, ziemlich viel
- ☐ Ja, etwas
- ☐ Ja, aber sehr wenig
- ☐ Hab nie davon gehört

8. Wo würden Sie lieber ihre Manikür und Pedikür Artikel kaufen?

- ☐ Geschäft
- ☐ Online Shop
- ☐ Anderes (bitte angeben):

9. Kaufen Sie viel bei Amazon.de ein?

- ☐ Ja, viel
- ☐ Ja, etwas
- ☐ Ja, aber wenig
- ☐ Nein

10. Kaufen Sie Manikür/Pedikür Artikel von diesen firmen?

- | | |
|---|---|
| <input type="checkbox"/> Drei Schwerter GmbH | <input type="checkbox"/> Schmuck-Pur by Cadenis Accessoires |
| <input type="checkbox"/> Ambassador | <input type="checkbox"/> Lederstore NM Deluxe |
| <input type="checkbox"/> Seidel Schwartz | <input type="checkbox"/> Hammann |
| <input type="checkbox"/> Giesen & Forsthoff | <input type="checkbox"/> Samsonite |
| <input type="checkbox"/> Dovo | <input type="checkbox"/> Acme |
| <input type="checkbox"/> Niegeloh | <input type="checkbox"/> newgen medicals |
| <input type="checkbox"/> Zwilling | <input type="checkbox"/> Monte Lovis |
| <input type="checkbox"/> Elle By Beurer | <input type="checkbox"/> Peter Bausch |
| <input type="checkbox"/> Finesse | <input type="checkbox"/> Laron |
| <input type="checkbox"/> Wilkinson | |
| <input type="checkbox"/> Anderen (bitte angeben): | |

11. Welche Manikür/Pedikür Artikel interessieren Sie am meisten?

- ☐ Scheren
- ☐ Zangen
- ☐ Pinzetten
- ☐ Hornhauthobel

- ☐ Feilen
 - ☐ Bimsschwämme
 - ☐ Raspel
 - ☐ Fußfeile
 - ☐ Anderen (bitte angeben):
-

Translated Survey

1. Gender?

- ☐ Woman ☒ Man

2. How old are you?

- ☐ under 18
☐ 18-24
☐ 25-34
☐ 35-54
☐ 55+

3. What part of Germany are you from?

- ☐ Baden-Württemberg
☐ Bayern
☐ Berlin
☐ Brandenburg
☐ Bremen
☐ Hamburg
☐ Hessen
☐ Niedersachsen
☐ Nordrhein-Westfalen
☐ Rheinland-Pfalz
☐ Saarland
☐ Sachsen
☐ Sachsen-Anhalt
☐ Schleswig-Holstein
☐ Thüringen

- ☐ Not from Germany (please specify):

4. Are you interested in high-quality manicure and pedicure products?

- ☐ Very interested
- ☐ Yes, somewhat
- ☐ Not particularly
- ☐ No

5. What is the most important aspect of manicure-pedicure products for you?

- ☐ High quality and reliability
- ☐ Nice design and packaging
- ☐ Price
- ☐ Other (please specify):

6. Do you prefer German wares or imported?

- ☐ German
- ☐ Imported
- ☐ Not important

7. Have you ever heard the name "Solingen"?

- ☐ Yes, a lot
- ☐ Yes, somewhat
- ☐ Yes, but little
- ☐ Never heard of it

8. Where do you prefer to buy your manicure and pedicure products?

- ☐ Physical Shop
- ☐ Online Shop
- ☐ Other (please specify):

9. Do you shop at Amazon.de a lot?

- ☐ Yes, alot
- ☐ Yes, somewhat
- ☐ Yes, but little
- ☐ No

10. Do you (or have you) bought manicure and pedicure articles from these companies?

- | | |
|---|---|
| <input type="checkbox"/> Drei Schwerter GmbH | <input type="checkbox"/> Schmuck-Pur by Cadenis Accessoires |
| <input type="checkbox"/> Ambassador | <input type="checkbox"/> Lederstore NM Deluxe |
| <input type="checkbox"/> Seidel Schwartz | <input type="checkbox"/> Hammann |
| <input type="checkbox"/> Giesen & Forsthoff | <input type="checkbox"/> Samsonite |
| <input type="checkbox"/> Dovo | <input type="checkbox"/> Acme |
| <input type="checkbox"/> Niegeloh | <input type="checkbox"/> newgen medicals |
| <input type="checkbox"/> Zwilling | <input type="checkbox"/> Monte Lovis |
| <input type="checkbox"/> Elle By Beurer | <input type="checkbox"/> Peter Bausch |
| <input type="checkbox"/> Finesse | <input type="checkbox"/> Laron |
| <input type="checkbox"/> Wilkinson | |
| <input type="checkbox"/> Anderen (bitte angeben): | |

11. What kind of manicure and pedicure products are you interested in?

- ☐ Scissors
- ☐ Nippers
- ☐ Tweezers
- ☐ Cornplanes
- ☐ Files

- ☐ Pumice Sponges
 - ☐ Rasps
 - ☐ Foot files
 - ☐ Other (please specify):
-

Company Product Catalogue








 MANICURE
 +
 PEDICURE



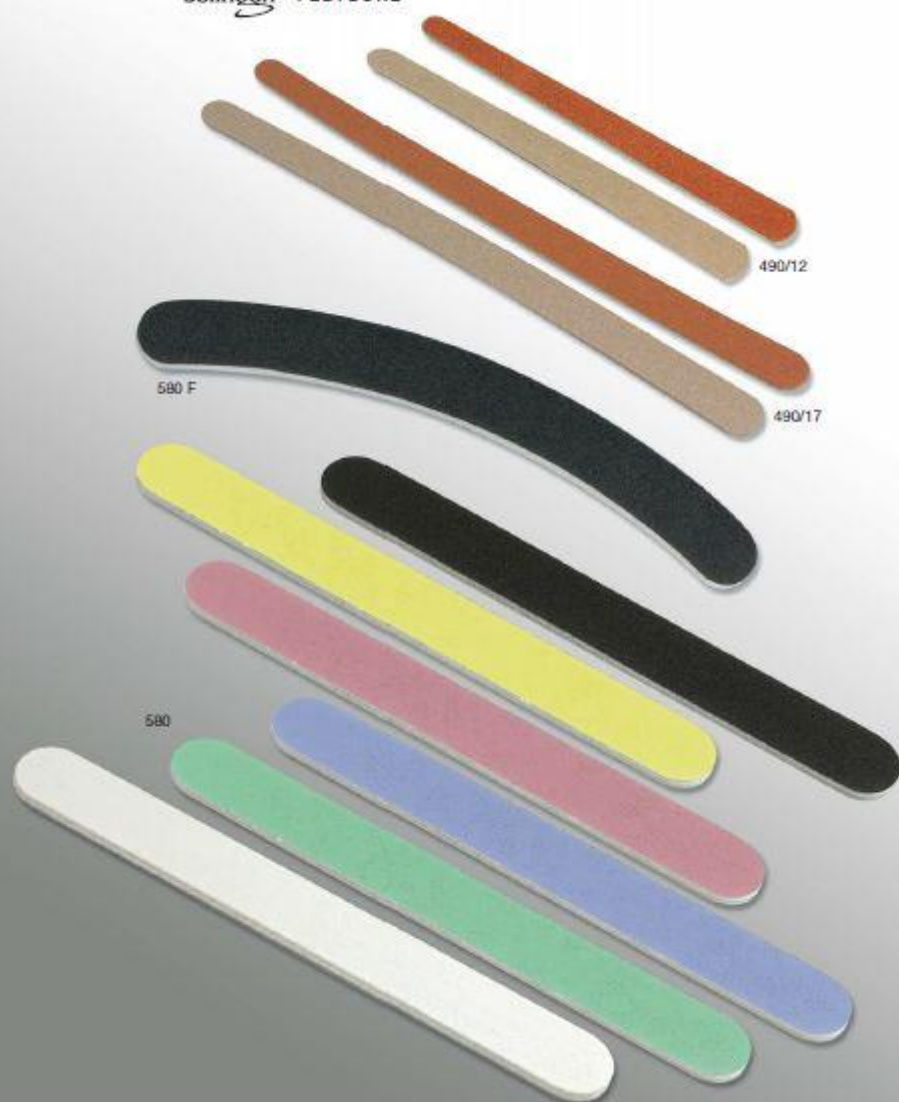




509	3,5"/ 9,0 cm
510	4,0"/ 10,0 cm
512	4,5"/ 11,5 cm
513	5,0"/ 13,0 cm
515	6,0"/ 15,5 cm
518	7,0"/ 17,5 cm
521	8,0"/ 20,0 cm



WKS Solingen MANICURE
+ PEDICURE



10



WKS
Solingen

MANICURE
+
PEDICURE





550



600



555



585







FROSTY

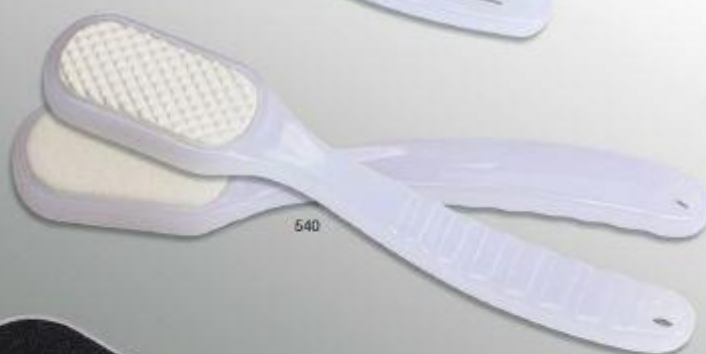
WKS
Solingen
MANICURE
+
PEDICURE



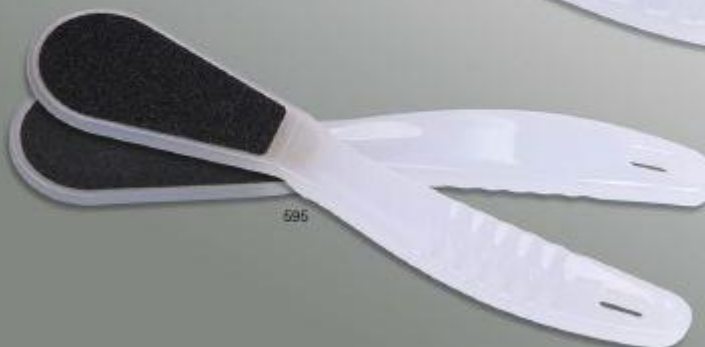
320



620



540



595

17

